

Analysis of Relationship Between Favoritism and Officer Motivation: Evidence From Turkish Police Force

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Abstract

This study analyzes the impact of favoritism on motivation of workers, using a sample selected from the police officers and chiefs (commissaires) of Turkish National Police Force. Motivation is found to be one of the most important factors of success at workplace. It is well established that any type of favoritism including nepotism would reduce the motivation of the workforce. The negative impacts of favoritism include; alienation of employees towards their institution, lack of promotion opportunities for others, lack of motivation and inefficiency due to the selection of less capable candidates for the job or position. According to literature, on the other hand, favoritism could sometimes have a positive impact on family-owned companies. As part of the study, a survey with Likert scale was conducted on 130 police officers and police chiefs in the city of Adana, Turkey. The study tests if there is a significant difference among police officers and chiefs in terms of their perception on favoritism with respect to their gender, age, position and length of service.

Keywords: Favoritism, Nepotism, Police.

I. INTRODUCTION

Favoritism is a common issue in most work places as well as it is in other parts of social life. It can be observed in various forms such as nepotism, cronyism, clientalism etc. Favoritism is called “nepotism” when it occurs with relatives; it is called “cronyism” when it occurs between friends; it is called “patronage” when it occurs as a result of religious or political identity; and it is called “clientalism” if it occurs as a result of interest between politician and its constituency (Erdem and Meric, 2012: 142).

Favoritism in general is using someone’s power or position to hire or promote people based on personal reasons or closeness to the person who makes hiring or promotion decisions, regardless of the ability, skill or appropriateness of the person for the position. The term was used in political and management literature in 1828 for the first time with political appointments by U.S. President Jackson’s (Tortop, 1994: 48). These kind of misuses affected the moral and motivation of others negatively.

Bierman and Fisher (1983: 634) describes nepotism as “hiring or promoting someone with low skills solely based on the closeness to the owners or managers. Nepotism originates from the word “nepos” in Latin which means “nephewé” (Kiechel, 1984: 143). Italian version of the concept is “nepotismo” and historically it was first used to describe the behaviour of popes who favored their own families by providing them a political or economical advantage or by arranging them high level positions, especially in times of Renaissance (Iyiisleroglu, 2006: 43). Today, the concept is used for those who use their position to provide economical advantage to their family members (Ford and McLaughlin, 1985: 57)

In daily use, nepotism describes the act of appointing or placing relatives and friends in the best positions of firms or institutions. Sengun (2011: 82) defines nepotism as “hiring people solely based on keenship or closeness to the employer” without considering their abilities, skills or training. Bute (2011: 176) mentions that nepotism is quite common in family-owned companies in developing countries and rarely seen in developed countries as well. Most social science researchers believe that

nepotism is a systemic behaviour while some biologists claim that nepotism or “keen selection” is an instinctive, therefore a natural behaviour which also can be observed in animals. According to biological/ecological division of social sciences, however, nepotism may be considered as “rational” behaviour since it is classified as a specifically “chosen” behaviour type in terms of biological/ecological approach which focuses on environmental conditions and individual needs (Masters, 1983: 161).

Favoritism is reduced to very low levels in developed countries, it is still one of the major issues in organizational structure in developing countries (Boadi, 2000). In this kind of environment, human resources departments cannot function properly and employ the most productive and skilled workers the institution needs. Today, for instance, nepotism is still reported in politics, publishing, car racing (Joffe, 2004: 74), family-owned companies (Iyiisleroglu, 2006) and service sector (Arasli, Bavik and Ekiz, 2006: 296). However, it is a common belief that nepotism is widespread in both public and private sector companies in Turkey. Nepotism and favoritism are like hereditary diseases and it is very common to observe favoritism based on being fellow townsmen, graduates of same school, member of same club etc. in Turkey (Sezer, 2006: 62).

Under favoritism, employees can be disappointed and frustrated since they had to be competing with and later working under those with lower capacity and skills as they are not selected for the positions or promotions without any proper evaluation or examinations. In this unfair environment, employees experience unhappy working environment, unproductivity, lack of attendance and finally tend to quit from the job. This results in failure of management in the long run and the company or institution loses its competitiveness. However, it should be noted that occasionally nepotism could be beneficial, especially in family-owned companies when nepotism makes employees more loyal, embracing the company, high performer feeling comfortable and confident. But the benefits of nepotism is highly outweighed by its harm and it is almost impossible to observe these benefits in public institutions¹

¹ One exception in Turkey could be appointments of undersecretaries and advisors. In these very high level of political positions, such as presidency, prime minister and minister positions, people may prefer to appoint advisors and undersecretaries from their relatives especially when they could not trust bureaucrats.

(Ciulla, 2005: 154; Jaskiewicz et al., 2013: 121). In general, the public perception about nepotism has always been negative, not only about its presence in public companies but also private sector including family-owned companies.

There is extensive research on the relationship between employee motivation and favoritism. Motivation is defined by Maslow (1948) as people's act willingly and with desire in order to realise a certain goal by themselves. Motivation is an essential element of organizational achievement. In this context, creating a suitable work environment to reinforce employee motivation is vital. Motivating environment requires feedback to employees on their job assessment and also their promotion opportunities (Kocel, 1995: 382-383). According to Eren (1998: 398), motivation has three basic features:

- would put employee into motion
- would keep that motion going on
- would direct the motion or behaviour towards positive direction.

The organization goals in motivation are lowering employee turnover hence increasing loyalty, enhancing creativity of employees, increasing their job performance and enhancing efficiency. Employees need certain conditions to be met in order to achieve these organizational goals. These needs can be physiological, social and/or psychological. These needs must be satisfied in order to achieve high performance from employees (Maslow, 1971).

Each employee has its own reasons and push factors for his or her self-motivation at the work place. However, managers and administrators still play a crucial role in reinforcing motivational environment. Successful motivational policies make employees to feel that they are part of the company and their efforts are acknowledged by the owners (Ozturk and Dundar, 2003: 58). Motivation can also be reinforced with efficiency wages, bonus payments based on successful evaluation, providing healthier work conditions, being appreciated by supervisors, paying attention to their private issues, increasing promotion opportunities and fairness and transparency in those promotions, all to make them feel that they are part of the family (Hopper, 1996; Morgan and King, 1980).

During the 20th century, scientists concentrated their research on motivation and many new theories and methods were developed to enhance employee motivation in order to increase productivity and loyalty. Motivation increases with meeting the needs of employee at the maximum level possible and this is one of the most important factors affecting the success of both individuals and organizations. In this context, human resources departments in the organizations have significant responsibilities such as training, social activities, career planning and job satisfaction evaluations for employees.

Favoritism and motivation imply two opposite ends. In order an employee to increase his contribution to the firm or organization, he or she needs to be highly motivated. However in the presence of favoritism, the employee has to spend his time and brain power to cope with the pressure created by favoritism. Unsurprisingly, working in such an environment reduces the productivity of the employee and harms his or her psychological health. In extreme cases, this may lead to depression or aggression. In many cases, human resources officers cannot deal properly with the consequences of favoritism as they are exercised by the owners or high level executives.

The main objective of this study is to analyze and assess if there are differences in the perceptions of police officers and chiefs in their view on the existence of favoritism in hiring and promotion decisions as well as impact of favoritism at workplace and motivation of employees in Turkish Police Force using a sample chosen from Adana province. The results of this study could shed a light for future studies in the area and could provide a contribution in shaping the future personnel policies of the force.

II. LITERATURE REVIEW

Any type of favoritism decreases the effect of objective evaluation of employees and promotion decisions. Hence, it creates an additional stress and disturbance among the workforce. Arasli and Tumer (2008: 1237) found that nepotism and cronyism would increase stress level of the employees and result in lack of job satisfaction. They also found that negative impact of nepotism on stress level was greater than that of cronyism.

In general, any type of favoritism is in conflict with professionalism. Employees prefer and expect their status, salaries and promotions to be determined based on their job performance, contribution to the organization, education level, skills and capabilities. In such environments, personal satisfaction, motivation, loyalty to the organization and as a result productivity increases while favoritism and nepotism create the opposite effect. Especially, when favoritism and nepotism are practised in executive positions, it causes a reduction in self-confidence of the managers (Develi, 2008: 24). These managers eventually tend to leave the organization and likely be transferred to rival organizations where they could feel more secure and confident. As a result, rival organization increase their productivity and competitiveness with higher quality managers (Ates, 2005: 13).

Vinton (1998: 298) compared the business environments with and without nepotism and found that lower employee turnover, meeting the needs faster, creating more reliable business contacts and better communication could be considered as positive aspects of nepotism. On the other hand, he found that hiring or appointing incapable employees, unfair rewarding mechanism and making it difficult to keep professional managers in the company could be considered as negative aspects of nepotism. For example, nepotism causes young managers to leave their companies since mentorship by unqualified bosses or executives in family-owned companies would not prepare them to the future well (Ates, 2005: 13; Ozler et al., 2006: 296).

Nepotism is also undesirable since it creates a perception of unfairness in organisational environment. In his book "In Praise of Nepotism", Bellow (2003) claims that it would be incorrect to tie operational failures of companies solely to nepotism as well-planned nepotism practices could actually be successful due to potential benefits of nepotism.

However, as mentioned earlier, there are also some studies (such as Wong and Kleiner (1994), Abdalla et al. (1998), Molofsky (1998), Nelton (1998), Vinton (1998), Ciulla (2005), Ozler et al (2007), Jones et al (2008), Jaskiewicz et al, (2013)) which reports certain potential benefits or positive sides of nepotism, in particular, even though all the studies confirm that these benefits almost always outweighed by its negative sides. Some scholars suggested that working along with the family members could create a friendly

environment in the work place and increase productivity by creating a family-like environment. They could also support each other and contribute each other's professional development (Jones et al, 2008).

Ozler et al.(2007: 437)suggests that employees could feel more secure hence they could be more productive when they work among familiar faces. According to Iyiisleroglu (2006: 45-46) and Ichinowski (1998: 106-109) nepotism reduces manager turnover ratio since they will be easier to retain in the company and therefore would increase overall productivity of the management in the long run.Abdalla et al. (1998: 556) state that it is possible to retain cheaper, loyal and dedicated work force in the company through nepotism. Generally firms with higher employee turnover ratio with skilled and experienced managers as they are tempted for transfer often by rival firms. However, this makes it eaiser for family-owned companies to keep such managers when they are family members. In addition, working with people from same background and culture is easier as communication and trust wiold be at higher levels (Iyiisleroglu, 2006: 47).

III. METHODOLOGY, DATA ANALYSIS AND RESULTS

The study was conducted through a survey consisting of 36 questions on 130 police officers who serve in Adana province branch of Turkish Police Forces. First four questions ask about personal information of the survey participant; gender, age, length of service and position. Table 1 below presents the descriptive statistics of personal characteristics of the survey participants. In the second part, 32 questions in 5-level Likert scale about their views on favoritism and nepotism in the Turkish Police Force follow (where 1 indicates "strongly disagree" and 5 indicates "strongly agree").

Table 2 povides the summary of the results for these 32 questions in terms of their means and standart deviations. The mean value of the responses is 2.95 where 19 of the statements received above average value and 13 of the statements received lower value than average.

Table 3 presents the summary of the results for the same question with respect to gender, age (for those who are younger than 30 versus for those who are 30 or older than 30), lenght of service (less than 4 years versus 4 or more years) and rank (police officers versus police chiefs or commissairs of various ranks).

Table 1: Demographic Characteristics of Survey Participants

	Frequency	Percentage
Gender		
Female	33	25.4
Male	97	74.6
Age Distribution		
Younger than 30	98	75.4
Older than 30	32	24.6
Service Length		
Less than 4 years	37	28.5
4 years or more	93	71.5
Position		
Police Officer	79	60.8
Police Chief (Commissairs)	51	39.2

The reliability of these 32 survey questions was checked by using Cronbach's Alpha (α) test. According to this particular reliability test:

- if $\alpha < 0.5$, the test is not reliable at all,
- if $0.5 \leq \alpha < 0.6$, the reliability of the test is poor,
- if $0.6 \leq \alpha < 0.7$, the reliability of the test is at questionable level,
- if $0.7 \leq \alpha < 0.8$, the reliability of the test is at acceptable level,
- if $0.8 \leq \alpha < 0.9$, the reliability of the test is good, and
- if $\alpha \geq 0.9$, the reliability of the test is excellent (George and Mallery, 2003) .

The Cronbach's Alpha test result, α , for the survey is found as 0.931 and therefore it is safe to claim that the survey questions are consistent and highly reliable. The data then were analyzed in SPSS and XLSTAT programs. Mainly three dimension of favoritism (favoritism in hiring, favoritism at workplace and favoritism in promotion) are investigated in the context of three independent variables (gender, age and the length of service).

Factor analysis method was applied to check if these 32 statements can be grouped under one or more explanatory factors which could explain the casual relationship between these statements and favoritism perceptions of the employees. In order to determine

if it would be useful to employ factor analysis in this study, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test were used. The KMO adequacy value is found to be 0.86, and Chi-Square test value is 2238.8 with 0.00 p-value of the test. Since KMO value is greater than 0.50 we conclude that these statements are appropriate to be grouped under some common factors while Bartlett's test results indicate that there is a high correlation among some of the statements and therefore using factor analysis could reduce the potential multicollinearity issues.

In order to employ factor analysis technique, communalities values of the statements were calculated using principal component analysis method and the results are given in Table 3. The highest common variance value is found as 0.795 for the statement number 16 while the lowest common variance value is found to be 0.511 for the statement number 26.

Table 2: Survey questions and summary of the responses

Questions	Mean	S.D
1) Employees who have friends in the administration enjoy higher respect from others.	3.61	1.242
2) I believe it is much harder for the administrators to fire those employees that they personally know.	3.69	1.219
3) Low and middle level managers treat better to those with higher level acquaintances.	3.31	1.329
4) In the organisation, employees with higher level acquaintances are preferred in delegation of power or authority.	3.23	1.248
5) Employees with higher level acquaintances are able to benefit easier and more from organisational resources.	3.18	1.199
6) I avoid confrontation with employees with higher level acquaintances.	3.52	1.189
7) At work, I often feel under considerable stress.	3.40	1.061
8) I believe it is easier to get promoted for those with higher level acquaintances in the organisation.	3.21	1.139
9) I think the working hours are quite regular and normal.	2.28	1.189
10) Promises are kept in the organisation.	2.09	1.171
11) Employees in Turkish Police Force always feel the need to have a relative or friend in higher levels.	3.25	1.247
12) Taking relatives and high level acquaintances into consideration in promoting negatively affects employees.	3.12	1.298
13) In the organisation, skills, talents and knowledge are not the primary factors.	2.55	1.387

14) In the organisation, factors other than the job requires are given priority in promotions.	2.55	1.246
15) I believe it is much harder for the administrators to punish those employees that they personally know.	3.40	1.111
16) Police officers avoid confrontation with employees with relatives at higher level positions.	2.57	1.364
17) Regardless of my success in the organisation, I can never be ahead of those with high level acquaintances.	3.91	1.137
18) Having a reference from high level administrators or politicians is very important in hiring new employees.	3.14	1.280
19) I find the age of the employees in the organisation adequate.	3.47	1.271
20) I think the organisation has more employees than needed (too crowded).	2.12	1.132
21) Administrators do treat me with politeness and pay attention to me when they make decisions about my job.	3.55	1.227
22) In the hiring process, candidates with high level acquaintances do not face with difficulties.	2.05	1.154
23) In the hiring process, candidates with relatives in the organisation have the priority.	3.27	1.391
24) Soon, I will be looking for a new job.	2.22	1.312
25) Administrators are frank and honest to me when they make decisions about my job.	2.90	1.334
26) Improvements in my job skills meet the expectation of my superiors and the requirements of my job.	3.27	1.225
27) I believe that employees of the organisation are capable and skillful in every arae of the job.	3.32	1.283
28) I often think about quitting my job.	1.72	1.058
29) I know exactly what my employer expects from me.	1.75	1.081
30) In promotion decisions in the organisation, having relatives and acquaintances at high positions are important.	2.96	1.272
31) I believe that administrators of the organisation are talented people.	2.87	1.248
32) I believe that administrators of the organisation have good communication with the employees.	2.94	1.424

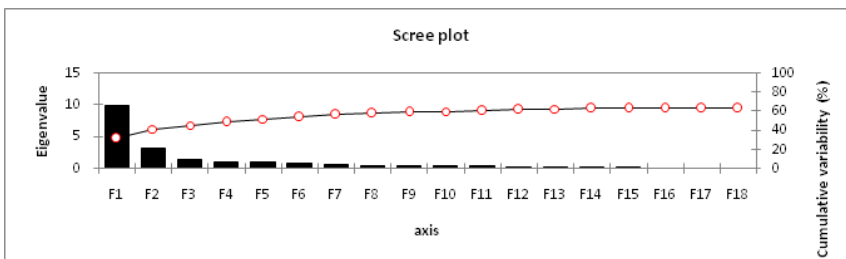
In the determination of appropriate number of factors, XLSTAT program is employed and the results of eigenvalues statistics are shown below in Graph 1. Of course, eigenvalue statistics are not sufficient alone to determine the correct number of factors needed. Therefore, Rotated Component Matrix (Table 4) was obtained employing principal component analysis with Varimax method under Kaiser normalization and the results indicated that around 4

factors seem to be appropriate to employ in this analysis. In other words, the analysis indicates that these 32 statements in the study can be best grouped approximately under four different factors due to high correlation among some of statements indicating communality. This result led this study to classify hypotheses tested also under four different groups: test for the impact of favoritism in (1) hiring, (2) workplace, (3) promotions and (4) employee motivation and attitudes.

It is found that the responses of the employees are collected under four major groups, when their responses were analyzed disregarding their gender, age, duration of service and their positions.

1. Questions numbered 2, 18, 19, 20, 22, 23 and 31 are grouped under Factor 1 and their impact or contribution in total variance is measured as 32.5 percent. Due to the general nature and content of these questions, it seems appropriate to call this factor as "Favoritism at Hiring Factor".
2. Questions numbered 1, 3, 4, 5, 6, 11, 15, 16 and 26 are grouped under Factor 2 and their impact or contribution in total variance is measured as 15.4 percent. Due to the general nature and content of these questions, it seems appropriate to call this factor as "Favoritism at Work Factor".
3. Questions numbered 8, 10, 12, 13, 14, 17, 21, 24, 29 and 30 are grouped under Factor 3 and their impact or contribution in total variance is measured as 10.4 percent. Due to the general nature and content of these questions, it seems appropriate to call this factor as "Favoritism at Promotions Factor".
4. Questions numbered 7, 9, 25, 27, 28 and 32 are grouped under Factor 4 and their impact or contribution in total variance is measured as 6.7 percent. Due to the general nature and content of these questions, it seems appropriate to call this factor as "Job Motivation Factor"

Graph 1: Eigenvalue Statistics



Using t-test for difference of two population means, each factor was tested for the difference in means for different subsets. Alternatively, each question could have been tested for the mean difference. However, in the presence of similar or partially overlapping questions, factor analysis is considered to be more appropriate. The following null hypotheses are tested in the study for four stages (significance level:0.05):

Favoritism in hiring:

1. H_0 : There is no difference between male and female survey participants in their view on the impact of favoritism in hiring process.
2. H_0 : There is no difference among survey participants with respect to their age groups in their view on the impact of favoritism in hiring process.
3. H_0 : There is no difference among survey participants with respect to their position in their view on the impact of favoritism in hiring process.
4. H_0 : There is no difference among survey participants with respect to their length of service in their view on the impact of favoritism in hiring process.

Favoritism at workplace (in general):

5. H_0 : There is no difference between male and female survey participants in their view on the existing of favoritism at workplace.
6. H_0 : There is no difference among survey participants with respect to their age groups in their view on the existing of favoritism at workplace.
7. H_0 : There is no difference among survey participants with respect to their position in their view on the existing of favoritism at workplace.
8. H_0 : There is no difference among survey participants with respect to their length of service in their view on the existing of favoritism at workplace.

Favoritism at promotions:

9. H_0 : There is no difference between male and female survey participants in their view on the impact of favoritism in promotions.

10. H_0 : There is no difference among survey participants with respect to their age groups in their view on the impact of favoritism in promotions.
11. H_0 : There is no difference among survey participants with respect to their position in their view on the impact of favoritism in promotions.
12. H_0 : There is no difference among survey participants with respect to their length of service in their view on the impact of favoritism in promotions.

Motivation at Workplace:

13. H_0 : There is no difference between male and female survey participants in their view on the level of employee motivation
14. H_0 : There is no difference among survey participants with respect to their age groups in their view on the level of employee motivation.
15. H_0 : There is no difference among survey participants with respect to their position in their view on the level of employee motivation.
16. H_0 : There is no difference among survey participants with respect to their length of service in their view on the level of employee motivation.

Table 3: Factor Analysis, Communalities

Communalities	Extraction
1) Employees who have friends in the administration enjoy higher respect from others.	0.619
2) I believe it is much harder for the administrators to fire those employees that they personally know.	0.670
3) Low and middle level managers treat better to those with higher level acquaintances.	0.696
4) In the organisation, employees with higher level acquaintances are preferred in delegation of power or authority.	0.532
5) Employees with higher level acquaintances are able to benefit easier and more from organisational resources.	0.710
6) I avoid confrontation with employees with higher level acquaintances.	0.663
7) At work, I often feel under considerable stress.	0.789
8) I believe it is easier to get promoted for those with higher level acquaintances in the organisation.	0.759

9) I think the working hours are quite regular and normal.	0.612
10) Promises are kept in the organisation.	0.608
11) Employees in Turkish Police Force always feel the need to have a relative or friend in higher levels.	0.596
12) Taking relatives and high level acquaintances into consideration in promoting negatively affects employees.	0.561
13) In the organisation, skills, talents and knowledge are not the primary factors.	0.582
14) In the organisation, factors other than the job requires are given priority in promotions.	0.706
15) I believe it is much harder for the administrators to punish those employees that they personally know.	0.717
16) Police officers avoid confrontation with employees with relatives at higher level positions.	0.795
17) Regardless of my success in the organisation, I can never be ahead of those with high level acquaintances.	0.636
18) Having a reference from high level administrators or politicians is very important in hiring new employees.	0.609
19) I find the age of the employees in the organisation adequate.	0.516
20) I think the organisation has more employees than needed (too crowded).	0.671
21) Administrators do treat me with politeness and pay attention to me when they make decisions about my job.	0.729
22) In the hiring process, candidates with high level acquaintances do not face with difficulties.	0.694
23) In the hiring process, candidates with relatives in the organisation have the priority.	0.667
24) Soon, I will be looking for a new job.	0.592
25) Administrators are frank and honest to me when they make decisions about my job.	0.588
26) Improvements in my job skills meet the expectation of my superiors and the requirements of my job.	0.511
27) I believe that employees of the organisation are capable and skillful in every area of the job.	0.718
28) I often think about quitting my job.	0.669
29) I know exactly what my employer expects from me.	0.730
30) In promotion decisions in the organisation, having relatives and acquaintances at high positions are important.	0.647
31) I believe that administrators of the organisation are talented people.	0.548
32) I believe that administrators of the organisation have good communication with the employees.	0.700

Table 4: Component Analysis		Factors (Principal Components)			
	Questions	1	2	3	4
FACTOR 1 HIRING FAVORITISM AT WORK	18) Having a reference from high level administrators or politicians is very important in hiring new employees.	0.814			
	23) In the hiring process, candidates with relatives in the organisation have the priority.	0.802			
FACTOR 2 FAVORITISM AT WORK	22) In the hiring process, candidates with high level acquaintances do not face with difficulties.	0.783			
	2) I believe it is much harder for the administrators to fire those employees that they personally know.	0.752			
FACTOR 3 FAVORITISM AT PROMOTIONS	19) I find the age of the employees in the organisation adequate.	0.645			
	20) I think the organisation has more employees than needed (too crowded).	0.600			
FACTOR 4 MOTIVATION	31) I believe that administrators of the organisation are talented people.	0.576			
	4) In the organisation, employees with higher level acquaintances are preferred in delegation of power or authority.	0.801			
FACTOR 3 FAVORITISM AT PROMOTIONS	3) Low and middle level managers treat better to those with higher level acquaintances.	0.745			
	11) Employees in Turkish Police Force always feel the need to have a relative or friend in higher levels.	0.732			
FACTOR 4 MOTIVATION	5) Employees with higher level acquaintances are able to benefit easier and more from organisational resources.	0.720			
	6) I avoid confrontation with employees with higher level acquaintances.	0.684			
FACTOR 3 FAVORITISM AT PROMOTIONS	1) Employees who have friends in the administration enjoy higher respect from others.	0.645			
	26) Improvements in my job skills meet the expectation of my superiors and the requirements of my job.	0.599			
FACTOR 4 MOTIVATION	16) Police officers avoid confrontation with employees with relatives at higher level positions.	0.563			
	15) I believe it is much harder for the administrators to punish those employees that they personally know.	0.511			
FACTOR 3 FAVORITISM AT PROMOTIONS	30) In promotion decisions in the organisation, having relatives and acquaintances at high positions are important.	0.854			
	8) I believe it is easier to get promoted for those with higher level acquaintances in the organisation.	0.832			
FACTOR 4 MOTIVATION	12) Taking relatives and high level acquaintances into consideration in promoting negatively affects employees.	0.808			
	14) In the organisation, factors other than the job requires are given priority in promotions.	0.792			
FACTOR 3 FAVORITISM AT PROMOTIONS	21) Administrators do treat me with politeness and pay attention to me when they make decisions about my job.	0.743			
	13) In the organisation, skills, talents and knowledge are not the primary factors.	0.711			
FACTOR 4 MOTIVATION	17) Regardless of my success in the organisation, I can never be ahead of those with high level acquaintances.	0.668			
	10) Promises are kept in the organisation.	0.612			
FACTOR 3 FAVORITISM AT PROMOTIONS	29) I know exactly what my employer expects from me.	0.588			
	24) Soon, I will be looking for a new job.	0.547			
FACTOR 4 MOTIVATION	7) At work, I often feel under considerable stress.				0.734
	28) I often think about quitting my job.				0.705
FACTOR 3 FAVORITISM AT PROMOTIONS	9) I think the working hours are quite regular and normal.				0.685
	32) I believe that administrators of the organisation have good communication with the employees.				0.629
FACTOR 4 MOTIVATION	25) Administrators are frank and honest to me when they make decisions about my job.				0.542
	27) I believe that employees of the organisation are capable and skillful in every area of the job.				0.494

Test Results for Hypotheses

Favoritism in hiring:

1. Reject H_0 : There is a significant difference between male and female survey participants in their view on the impact of favoritism in hiring (p-value: 0.001).
2. Fail to reject H_0 : There may be no difference among survey participants with respect to their age groups in their view on the impact of favoritism in hiring (p-value: 0.114).
3. Reject H_0 : There is a significant difference among survey participants with respect to their position in their view on the impact of favoritism in hiring (p-value: 0.008).
4. Fail to reject H_0 : There may be no difference among survey participants with respect to their length of service in their view on the impact of favoritism in hiring (p-value: 0.131).

The results indicate that employees differ in their opinion according to their gender and position on the impact of favoritism in hiring decisions of Turkish Police Force. In general, questions which are directly related with hiring process (Q 18, 22 and 23) have relatively high averages indicating that employees believe that there is some impact of favoritism and nepotism in hiring process. However, female employees compared to their male counterparts and police officers compared to their chiefs tend to assign higher values for the importance of favoritism and nepotism in hiring process. Due to this result, hypotheses 1 and 3 are rejected while there is not enough evidence to reject hypotheses 2 and 4 as the similar differentiation with respect to age and length of service.

Favoritism at workplace (in general):

5. Reject H_0 : There is a significant difference between male and female survey participants in their view on the impact of favoritism at workplace (p-value: 0.039).
6. Reject H_0 : There is a significant difference among survey participants with respect to their age groups in their view on the impact of favoritism at workplace (p-value: 0.035).
7. Reject H_0 : There is a significant difference among survey participants with respect to their position in their view on the impact of favoritism at workplace (p-value: 0.007)

8. Fail to reject H_0 : There may be no difference among survey participants with respect to their length of service in their view on the impact of favoritism at workplace (p-value: 0.065).

Table 5: Mean values for the responses by sub-groups

Q	Gender		Age		Position		Length of Service	
	Male	Female	<30	>30	Officer	Chief	<4	>4
1	3.64	3.52	3.70*	3.24*	3.70*	3.42*	3.45*	3.68*
2	3.73	3.58	3.66	3.78	3.90*	3.44*	3.70	3.69
3	3.31	3.30	3.31	3.29	3.51*	3.17*	3.24	3.33
4	3.19	3.36	3.20	3.30	3.42*	3.10*	3.32	3.19
5	3.22	3.09	3.32*	2.88*	3.24	3.13	2.96*	3.31*
6	3.43*	3.76*	3.56	3.48	3.53	3.50	3.49	3.53
7	3.29*	3.73*	3.41	3.36	3.43	3.35	3.38	3.41
8	3.13*	3.42*	3.24	3.16	3.40*	3.03*	3.19	3.22
9	2.19*	2.58*	2.34	2.25	2.25	2.33	2.27	2.29
10	2.08	2.12	2.18*	1.85*	2.05	2.15	1.84*	2.19*
11	3.14*	3.58*	3.33*	3.06*	3.21	3.30	3.09*	3.33*
12	3.13	3.06	3.27*	2.84*	3.04	3.17	2.90*	3.21*
13	2.48*	2.76*	2.57	2.62	2.30*	2.81*	2.74*	2.45*
14	2.56	2.52	2.55	2.53	2.28*	2.82*	2.65	2.51
15	3.30*	3.70*	3.45	3.31	3.70*	3.08*	3.35	3.42
16	2.54	2.67	2.51	2.68	3.01*	2.29*	2.84*	2.46*
17	3.91	3.91	3.86	4.04	4.04*	3.77*	4.09*	3.81*
18	3.04*	3.42*	3.22*	2.92*	3.52*	2.88*	2.91*	3.24*
19	3.37*	3.76*	3.48	3.38	3.32	3.50	3.35	3.52
20	2.05*	2.30*	2.14	2.16	2.28*	2.04*	2.19	2.09
21	3.55	3.55	3.55	3.54	3.44*	3.60*	3.51	3.56
22	2.05	2.03	2.12	1.96	2.30*	1.75*	2.00	2.06
23	3.12*	3.70*	3.30	3.20	3.76*	3.09*	3.35	3.24
24	2.04*	2.73*	2.21	2.34	2.18	2.25	2.43*	2.13*
25	2.91	2.88	2.92	2.85	2.70*	3.11*	2.84	2.92
26	3.32	3.12	3.34*	3.10*	3.24	3.29	3.19	3.30
27	3.25*	3.55*	3.34	3.29	3.22*	3.57*	3.30	3.33
28	1.68	1.82	1.73	1.68	1.51*	1.98*	1.68	1.73
29	1.77	1.67	1.80	1.63	1.71	1.77	1.73	1.76
30	2.92	3.09	2.99	2.95	3.21*	2.74*	2.97	2.96
31	2.73*	3.27*	2.91	2.83	2.65*	3.36*	2.89	2.86
32	2.99	2.81	2.88	2.97	2.76*	3.11*	2.90	2.99

* Significantly different at 5 percent significance level.

In the second factor (Favoritism at Work), questions 1, 3, 4, 5, 11, 15 and 16 are directly related with favoritism or nepotism at work place. When the results for these questions are analyzed, it can be seen that almost all these questions exhibit a value over 3.30. This situation clearly indicate a strong opinion about the existence

of favoritism practices at Turkish Police Force. However, the results of hypothesis testing indicate that this perception is not at the same level accross the participants. In a detailed analysis of the relevant responses, it can be seen that there is an obvious difference between male and female employees, and between young and older employees as well as between officers and chliefs. However, there is not enough evidence to support the similar claim for employees with short and long term service experience.

Favoritism at promotions:

9. Fail to reject H_0 : There may be no difference between male and female survey participants in their view on the impact of favoritism in promotion procedures (p-value: 0.202).
10. Fail to reject H_0 : There may be no difference among survey participants with respect to their age groups in their view on the impact of favoritism in promotion procedures (p-value: 0.284).
11. Reject H_0 : There is a significant difference among survey participants with respect to their position in their view on the impact of favoritism in hiring process (p-value: 0.003).
12. Fail to reject H_0 : There may be no difference among survey participants with respect to their lenght of service in their view on the impact of favoritism in promotion procedures (p-value: 0.173).

Interestingly, the ersults indicate that there is no significant difference between male and female employees, between young and older employees as well as between employees with short or long term service experience. However, questions that are directly asking the impact of favoritism or nepotism in promotions generally exhibit high value of responses, indicating that employees believe that favoritism impacts the promotion decisions. Shortly, it seems like this opinion seems to be shared by both genders, age groups and new and old veterans. The only exception is seen in hypothesis 11. Questions that are directly related with the impact of favoritism and nepotism collect higher points from police officers compared to their chiefs. This can be explained with different structure and system of promotion for police officers and commissairs in Turkish Police Force.

Motivation at Workplace:

13. Reject H_0 : There is a significant difference between male and female survey participants in their view on the level of employee motivation (p-value: 0.009).
14. Fail to reject H_0 : There may be no difference among survey participants with respect to their age groups in their view on the level of employee motivation (p-value: 0.412).
15. Reject H_0 : There is a significant difference among survey participants with respect to their position in their view on the level of employee motivation (p-value: 0.002).
16. Fail to reject H_0 : There may be no difference among survey participants with respect to their length of service in their view on the level of employee motivation (p-value: 0.299).

The results for the last group of hypotheses about the motivation at work place exhibits similar results to the results of first set of hypotheses. A significant difference is found for gender and position while there is not enough evidence to suggest a significant difference of opinions among age groups and employees with different length of service.

It should be noted that finding or not finding a significant difference between the perception of sub groups doesnot necessarily prove the existence of favoritism or nepotism in the police force. It merely suggests if there is a perceptual difference among the groups. For instance, analyzing Table 5 reveals that there is virtually no difference among male and female police employees in their response to Question 17 while both groups highly agreed with the statement indicating that both groups believe that they cannot be ahead of their colleagues with high level of acquaintances regardless of their own skills. This clearly shows that there is a strong belief for the existence of favoritism in promotions and promotion factoris found to be significant at 5 percent level, indicating that there is a significant difference among male and female employees due to the impact of other responses in that particular factor.

IV. CONCLUSIONS

This study analyzes the impact of favoritism on employee motivation and also the perception of various type of employees on the existence and impact of favoritism and nepotism. It is well established

in the literature that any type of favoritism including nepotism would negatively affect the employee moral and reduces their motivation for better work. This study only reflects the opinions of a small group police officers and police commissairs from Adana province. Therefore, the results should be interpreted with caution. In order to better analyze the existence of favoritism and nepotism in Turkish Police Force and also to understand the impacts of them on the motivation of police employees, more through study with a larger and more represantative sample should be implemented.

This study finds that in general police officers and chiefs report the existence of favoritism in Turkish Police Force though the numbers are not very high, indicating that this opinion is not shared by all employees. Even though this study was conducted only in Adana province, it can still be considered as larger portion of employees have a longer service lenght and police employees in Turkey are subject to frequent appointments throughout Turkey by the central human resources office. Therefore, the sample of this study includes many officers and chiefs who served in various parts of Turkey in the past.

Favoritism is not desirable and the administration is expected to deal with this issue by taking certain measures to reduce and prevent favoritism as well as nepotism. Some of the possible measures can be listed as:

- Employee evaluations should not be only on discipline or regularity but also should be evaluated on their performance.
- Promotions must be made following an examination which will reveal the skills, knowledge and abilities of the employees for the position.
- Managers and other employees should be given seminars and courses in order to increase awareness on favoritsm and its drawbacks.
- Administrations should pay more attention to professionalism.

This study indicates that, however, employees differ in their perception about the existence and impact of favoritism in hiring, promotions, motivation and at work. In general, they have similar opinions on the existence of promotions while they have somewhat different perception when it comes to the existence and impact of favoritism in hiring, motivation and at work place.

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